

OFFICE OF SCIENTIFIC INTELLIGENCE

INDEX

	<u>Page</u>
I. INTRODUCTION	
A. The Nature and Purpose of Scientific Intelligence.....	1
B. Scope and Objective of the Survey.....	1
II. CONCLUSIONS	
III. RECOMMENDATIONS	
IV. OFFICE PRODUCTION AND COORDINATION RESPONSIBILITIES	
A. Lack of Office Objectives.....	8
B. Production Mechanism (DCID 3/4).....	10
C. Coordination Mechanism	
1. Introduction.....	11
2. Scientific Estimates Committee.....	12
3. Joint Atomic Energy Committee.....	13
4. Guided Missiles Intelligence.....	14
5. Conclusions and Recommendations.....	15
D. Scientific Intelligence Production	
1. Publications and Issuances.....	16
2. Quality and Character of Publications.....	16
3. Conclusions.....	18
E. Collection Support and External Activities	
1. Requirements.....	19
2. Liaison.....	20
3. Consultants.....	22
4. Overseas Activities.....	23
V. ORGANIZATION AND MANAGEMENT OF O/SI	
A. Office of the Assistant Director	
1. Organization.....	25
2. Planning Officer.....	25

	<u>Page</u>
3. O/SI Career Service Board.....	26
4. Intelligence Board.....	28
 B. Functions of the Staffs	
1. Intelligence Production Staff.....	28
2. Operations Staff.....	30
3. Executive Officer and Staff.....	31
 C. Functions of the Divisions	
1. Applied Science Division.....	32
2. Physics and Electronics.....	33
3. Nuclear Energy Division.....	34
4. Chemistry Division.....	36
5. Biology Division.....	37
6. Medicine Division.....	38
7. Scientific Resources.....	39
8. Scientific Analysis Division.....	39
 D. Critique of Management Staff Study of the Office of Scientific Intelligence	
1. Management Study on Reorganization.....	41
2. Conclusion.....	43

I. INTRODUCTION

A. The Nature and Purpose of Scientific Intelligence

1. Scientific intelligence includes all matters pertaining to foreign scientific research and technological development which bear on the national security of the United States. The responsibilities of the Office of Scientific Intelligence (O/SI) stem from an application of Section 102 of the National Security Act of 1947, the basic purposes of which may be stated as follows: (1) to advise and make recommendations to the Director of Central Intelligence and the National Security Council on scientific and technical intelligence matters relating to the national security; (2) to correlate, evaluate, and disseminate scientific and technical intelligence for the purposes of national intelligence; and (3) to perform such other functions in the scientific field as the National Security Council may direct.

2. In fulfilling this purpose O/SI must be fully aware of the problems and resources of the U.S. Government as a whole as they pertain to scientific intelligence. In its broadest sense scientific intelligence is a component of national intelligence and is, therefore, another facet for predicting over-all foreign capabilities, intentions, and vulnerabilities. In accomplishing this task scientific intelligence must concern itself not only with appraising the scientific and technical resources and intentions of a potential enemy, but also must evaluate the research capabilities of foreign science.

B. Scope and Objective of the Survey

1. This survey has confined its effort to an inspection of the Office of Scientific Intelligence with particular emphasis on: (1) the adequacy of primary responsibilities in O/SI for the production of basic scientific intelligence in support of Agency activities and for the coordination, integration, and production of national scientific and technical intelligence; and (2) the adequacy of the existing organizational structure, management practices, and leadership to carry out O/SI's scientific intelligence mission and functions in accordance with the responsibilities of the Agency.

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III. RECOMMENDATIONS

1. The DD/I should be directed by the DCI to prepare three staff studies by 1 February 1955 setting forth detailed plans for: (1) reconstituting and strengthening the SEC with the AD/SI as the permanent Chairman and staffing the committee with the most competent scientific intelligence specialists in the government; (2) revising the charter and intelligence mission of JAEIC with the view of recommending to the IAC that JAEIC be made a subcommittee of SEC; and (3) preparing a mission, function, and organizational structure of a Guided Missiles Subcommittee of the SEC.

2. As a minimum corrective effort the DD/I should direct the Assistant Director to produce the following by 1 February 1955: (1) make a careful study of DCID 4/2 on "Priority List of Critical National Intelligence Objectives" and produce a comprehensive statement of critical national scientific intelligence objectives and present this statement to the DCI for the consideration of the IAC; (2) acquire detailed and complete information on the production capabilities and competence of the various components in the Federal departments and agencies charged with scientific intelligence production; (3) produce a study on the qualitative and quantitative criteria for research in all scientific fields which fall within the mission and functions of O/SI; and (4) produce a long-range office approved research program on specific intelligence objectives.

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4. The DCI, as Chairman of the IAC, should instruct the Chief JAEIC to submit his material for the production of an Atomic Energy National Estimate through ONE and from thence to the IAC for finalization.

5. The AD/SI should organize a panel of consultants to assist him in the capacity of an Advisory Board; organize a second panel of consultants capable of supporting the activities of the Intelligence Production Staff; and organize a third panel of consultants capable of providing guidance to the substantive divisions in their intelligence research efforts.

6. The AD/SI should strengthen the Intelligence Board by: (1) appointing the DAD/SI as the permanent Chairman and Chief IPS as vice Chairman; (2) requiring that all substantive staff and division chiefs attend regularly; (3) granting to the Board substantive authority to approve or disapprove the publication of all Office intelligence including research aids; and (4) reviewing all production programs in terms of support to CIA and in accordance with the needs of the intelligence community and recommending appropriate action to the AD/SI.

7. The AD/SI should: (1) assume the chairmanship of the O/SI Career Service Board or appoint an interim acting Board chairman; (2) require the Board members to fulfill their planning functions; (3) require that all PER's be brought up to date and reviewed by the Board; and (4) require the Chief NED to participate in the Office career program.

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e. The elimination of Scientific Analysis Division (SAD) and the creation of a new Priority Projects Division (PPD) is almost contradictory in its effect. The SAD provides a service to all other divisions by performing all-source research in depth and producing intelligence on any subject. The proposed PPD will conduct continuing research and produce intelligence in projects of a priority nature which cut across divisional lines of responsibility. The SAD as presently constituted is able to perform this function and there appears to be no justification for making the recommended change.

f. The recommendations (1) to take immediate steps to plan O/SI production objectives and programs and (2) for the establishment of a projects reporting and control system are fully endorsed but the creation of two new staffs to handle these assignments is unnecessary. The existing components have the authority and ability to perform these functions and require only adequate executive leadership to make them effective.

2. Conclusions

a. The existing structure of organization in O/SI consists of eight divisions based on the fields of scientific disciplines with three staffs, Intelligence Production, Operations and Executive Officer to supply necessary support. In addition, there is the Intelligence Board which is an advisory body and does not appear on the organization chart.

b. The structure is logical and is adequate for the purpose of conducting the basic scientific intelligence research for which it was designed. It fails, however, to provide a smooth working organization capable of handling complex subjects such as guided missiles or weapons delivery systems which cut across all divisional lines. Efforts have been made to accommodate these subjects by organizing task forces or creating separate components but without significant success.

c. The major weaknesses of the present structure are:

(1) wide-spread span of management control (eleven components on the chart plus Intelligence Board and Planning Officer),

(2) duplication of effort because of related activities and overlapping of areas of responsibility, and

(3) difficulty of coordination of activities requiring the support of more than one division.

d. Careful consideration should be given to the ultimate reorganization of O/SI which will (1) reduce the span of management control to not more than five components, (2) better define areas of responsibility, and (3) provide a mechanism which can readily produce coordinated office intelligence.

e. No action should be taken to implement the recommendations of the Management Staff Study nor should any reorganization of O/SI be undertaken until the following steps have been taken:

(1) A thorough survey of the intelligence community must be made to determine the full extent of the capabilities of other agencies to produce intelligence in the scientific and technical fields,

(2) The responsibility of CIA to produce intelligence in the scientific and technical fields must be clearly defined, and

(3) The objectives of O/SI must be firmly established so that there can be no question or doubt about the mission of the office, and, if necessary, the existing directives must be modified to clearly express these objectives.

f. Only after these steps have been taken can an efficient organizational structure be devised which will allow the Office to accomplish its missions effectively and economically.